Session 1: Introduction and HR Expertise Competency
Competencies for Early-Career HR Professionals
Session 1: Introduction and HR Expertise Competency

☐ Overview

In this first session, we will review SHRM’s Competency Model and the process that was used to develop it. We will also explore the HR Expertise competency and discuss its application in the field.

☐ Learning Objectives

- Describe the nine distinct elements of SHRM’s Competency Model.
- Apply the concepts related to the Human Resource Expertise competency to key roles and duties performed by HR professionals.
- Explain the relevance of the HR Expertise competency to the job of an HR professional.
- Identify and explain the subcompetencies and behaviors that underlie the HR Expertise competency.
- Analyze the role that the HR Expertise competency plays in helping HR Professionals address real-world issues.
- Demonstrate the ability to apply the HR Expertise competency in various contexts.

☐ Session 1 Lessons

- Lesson 1: Course Introduction.
- Lesson 2: Overview of SHRM’s Competency Model.
- Lesson 3: Definition and Components of the HR Expertise Competency.
- Lesson 4: Application of the HR Expertise Competency.

☐ Due This Session

Reading assignments

- SHRM Competency Model.
- *Evolution of Work and the Worker: Five Key Trends from SHRM’s Special Expertise Panels.*
- *How to Pursue a Career in Human Resources: Five Simple Steps to Success.*
- SHRM HR Job Descriptions.

Activity assignments

- Results of the Web Safari.
- Completed Career Plan.
Lesson 1: Course Introduction

Introduction

This lesson provides students an overview of the four-session SHRM Course on HR Competencies, and will review the course purpose.

Course Purpose

Provide undergraduate and graduate-level students with an overview of SHRM’s Competency Model, and provide focus on the Relationship Management, Communication, Ethics and HR Expertise competencies.

Session 1: Course Introduction and HR Expertise Competency.
Lesson 1: Course Introduction.
Lesson 2: Overview of SHRM’s Competency Model.
Lesson 3: Definition and Components of the HR Expertise Competency.
Lesson 4: Application of the HR Expertise Competency.

Session 2: Relationship Management Competency.
Lesson 1: Definition and Components of the HR Expertise Competency.
Lesson 2: The Role of Relationship Management in HR.
Lesson 3: Application of the HR Expertise Competency.

Session 3: Ethical Practice Competency.
Lesson 1: Definition and Components of the Ethical Practice Competency.
Lesson 2: Application of the Ethical Practice Competency.

Session 4: Communications Competency.
Lesson 1: Definition and Components of the Communications Competency.
Lesson 2: Application of the Communications Competency.
Lesson 3: Course Wrap-Up.
Lesson 2: Overview of SHRM’s Competency Model

☐ Introduction

In this lesson, we will examine global drivers that are causing significant change in the HR profession, and review the SHRM Competency Model.

☐ New Expectations of HR

- The world of business is demanding that HR take on a direct business-related role.
- It is no longer about what you know, but what you can do with what you know. The SHRM competency-based certification is based on this same principle.
- If HR professionals do not “find their extra,” others will determine the future of our profession.
- Having a professionalized workforce that rests on a foundation of validated competencies helps ensure that the HR field continues to become more and more business relevant.

☐ Forces for Change

- What is occurring in the business world that is driving this enhanced desire to make HR a more integrated, relevant and flexible part of the business machine?
- Changes in the business world have driven HR to transform itself from a highly transactional basis to a more strategic stance.

☐ What Is a Competency?

- A collection of knowledge, skills, abilities and other characteristics (KSAOs) that are needed for effective performance in the jobs in question (Campion et al., 2011).

☐ The Process

- 2011 Model Development.
- 2011 Assurance of Learning Assessment Developed.
- 2012 Content Validation.
- 2013 Criterion Validation and Toolkit Refinement.
- 2013 Curriculum Guidelines Revalidation.
- 2014 SHRM HR Competency Diagnostic Tools.
- 2015 Competency-Based Certification.

☐ Supporting Research

Model development

- Literature review.
  - 35 different competency models.
- Development.
  - 111 focus groups.
    - 29 cities globally; 1200 HR professionals.
- Survey of 640 chief human resource officers (CHROs)
Competencies for Early-Career HR Professionals

**Content validation**
- 2012 Competency Validation Survey.
  - 32,000 HR professionals globally at all career levels.
- 33 nations represented in total.

- Two Types of HR Competencies

<table>
<thead>
<tr>
<th>Nontechnical (Behavioral) Competencies</th>
<th>Technical (Foundational) Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competencies:</strong></td>
<td><strong>Competency:</strong></td>
</tr>
<tr>
<td>• Relationship Management</td>
<td>• HR Expertise</td>
</tr>
<tr>
<td>• Consultation</td>
<td>• Strategy</td>
</tr>
<tr>
<td>• Leadership and Navigation</td>
<td>• Workforce Planning and Talent Management</td>
</tr>
<tr>
<td>• Communication</td>
<td>• Training and Development</td>
</tr>
<tr>
<td>• Global and Cultural Effectiveness</td>
<td>• Compensation and Benefits</td>
</tr>
<tr>
<td>• Ethical Practice</td>
<td>• Employee and Labor Relations</td>
</tr>
<tr>
<td>• Critical Evaluation</td>
<td>• Employment Law</td>
</tr>
<tr>
<td>• Business Acumen</td>
<td></td>
</tr>
</tbody>
</table>

- Key to HR Success

![Diagram of technical and nontechnical competencies and their relationship to HR success]
Competencies for Early-Career HR Professionals

- **SHRM Competency Model**

- **Contents of Each Competency**

<table>
<thead>
<tr>
<th>Definition</th>
<th>Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>The ability to interpret information to make business decisions and recommendations.</td>
<td>Makes sound decisions based on evaluation of available information</td>
</tr>
<tr>
<td></td>
<td>Assess the impact of changes to law on organizational human resource management functions</td>
</tr>
<tr>
<td></td>
<td>Transfers knowledge and best practices from one situation to the next</td>
</tr>
<tr>
<td></td>
<td>Applies critical thinking to information received from organizational stakeholders and evaluates what can be used for organizational success</td>
</tr>
<tr>
<td></td>
<td>Gathers critical information</td>
</tr>
<tr>
<td></td>
<td>Analyzes data with a keen sense for what is useful</td>
</tr>
<tr>
<td></td>
<td>Examines a clear set of best practices based on experience, evidence from industry literature, published peer-reviewed research, publicly available web-based sources of information, and other sources</td>
</tr>
<tr>
<td></td>
<td>Identifies relevant evidence-based best practice</td>
</tr>
<tr>
<td></td>
<td>Examines large quantities of information from research and practice</td>
</tr>
</tbody>
</table>

©2012 Society for Human Resource Management

Proficiencies by Career Level
Levels of Experience

- Executive Level (15 years or more)
- Senior Level (8-14 years)
- Mid Level (3-7 years)
- Entry Level (0-2 years)
Lesson 3: Definition and Components of HR Expertise Competency

In this lesson we will focus in on the definition, description and examples of the HR Expertise competency.

HR Expertise Definition and Descriptions

Definition:
- Knowledge of principles, practices and functions of effective human resource management.

Description:
- The technical expertise needed by HR professionals to design, enact, evaluate and maintain sound human resource management (HRM) practices.
- Includes the policies, practices, laws/regulations and principles that underlie effective HRM.

Examples:
- Knowledge of:
  - Talent acquisition.
  - Employee engagement.
  - Learning and development.
  - Total rewards.
  - Risk management.
  - Labor relations.

HR Expertise Subcompetencies

- Strategic Business Management.
- Workforce Planning and Employment.
- Human Resource Development.
- Compensation and Benefits.
- Risk Management.
- Employee and Labor Relations.
- HR Technology.
- Global and International Human Resource Capabilities.
- Talent Management.
- Change Management.

HR Expertise Behaviors

- Remains current on relevant laws, legal rulings and regulations.
- Maintains up-to-date knowledge of general HR practices, strategy and technology.
- Demonstrates a working knowledge of critical human resource functions.
- Prioritizes work duties for maximum efficiency.
- Develops and utilizes best practices.
Compentencies for Early-Career HR Professionals

- Delivers customized human resource solutions for organizational challenges.
- Seeks professional HR development.
- Seeks process improvement through numerous resources.
- Utilizes core business and HR-specific technologies to solve business challenges.

Ways to Develop HR Expertise

- Seek out a mentor who possesses expertise in areas you wish to develop.
- Enroll in a course at a local college or university.
- Participate in workshops, conferences and training opportunities internal and external to your organization.
- Study for a certification exam and become certified.
- Volunteer to work on a project or assignment in an area of HR you are not as familiar with to further develop your knowledge.
- Take notes during meetings, and identify questions to ask your manager.
- Shadow a senior-level employee.
- Identify areas of strength and opportunities for development within your HR department.
- Pay attention to current events and developments relevant to HR practice.
- Study departmental resources to gain knowledge relevant to your desired areas of development.
- Engage in self-directed learning through books, seminars and/or educational opportunities.

Importance of the Competency

- As part of the creation of the new competency model, SHRM surveyed its members about their perceptions of the importance of the different competencies.
- Over 32,000 respondents rated the importance of each competency for HR professionals to successfully perform their jobs at the identified career level.
- The rating scale ranged from 0 to 3.

Importance Rating Scale

0 – Not important: Not required. No impact on job performance.
2 – Important: Important impact on job performance. Would have difficulty performing effectively.

- **Required Upon Entry (RUE)**
  Respondents also rated if proficiency in each competency was required upon entry into an HR position at the identified career level.

- **RUE Rating Scale**
  The rating scale ranged from 0 to 1.
  0 – Not required upon entry/time of hire: Not expected to enter the HR profession at this level with this competency. Training provided.
  1 – Required upon entry/time of hire: Expected to enter the HR profession at this level with this competency already well developed. Training not provided.

- **Ratings**

<table>
<thead>
<tr>
<th>Career Level</th>
<th>Importance Rating</th>
<th>RUE Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early</td>
<td>1.8 (.74)</td>
<td></td>
</tr>
<tr>
<td>Mid</td>
<td>2.2 (.55)</td>
<td></td>
</tr>
<tr>
<td>Senior</td>
<td>2.7 (.50)</td>
<td></td>
</tr>
<tr>
<td>Executive</td>
<td>2.8 (.43)</td>
<td></td>
</tr>
</tbody>
</table>
Lesson 4: Application of the HR Expertise Competency

Introduction

In this final lesson of Session 1, we will discuss the report *Evolution of Work and the Worker: Five Key Trends from SHRM’s Special Expertise Panels* and consider its implications to the profession.

Evolution of Work and the Worker

Discussion questions:

1. Which of the five “macro trends” presented in the report are likely to affect you personally? How?
2. Do you agree with the report’s assessment of the needs of the Millennial generation (i.e., that the Millennial generation will have different work motivations and will expect greater work/life balance)? If so, what are some approaches that HR can take to meet these needs that are not addressed in the report?
3. Would you be interested in being part of the crowdsourcing workforce? What are some personal advantages and disadvantages you see?
4. How has this report changed some of your views about the HR profession?
Session 1: Summary

☐ Key Points from This Session

List your key points here:

☐ End-of-Session Discussion

- Which of the competencies encompassed in the SHRM Competency Model do you find most intriguing?
- Which of these competencies do you think you are already skilled in?
- Which of these competencies do you think will be the most difficult for you to master? Why?